

## Attachment IX

Weaknesses in the Conduct of the Project

1. This was the first time that the Agency had undertaken such a Project, and a number of mistakes were made which undoubtedly lessened the effectiveness of the Program. The experience gained with the Office of Finance should enable the Agency to avoid at least some of the pitfalls during any future projects of this type that may be decided on.

2. No Training Coordinator.

The author of the Grid system emphasizes the necessity of a training coordinator for this kind of project. He provides continuing guidance, analysis of data, and central administration; should preferably be a highly committed line officer from the office concerned, and would need to devote about one-fourth of his time to keeping everything moving. The Office of Finance could not spare such a person, and the duties were split between a senior Finance staff officer (who had not had Phase I), an OTR instructor (who was involved in other training activities), and several other people. It was not a good arrangement. Selection of a training coordinator is quite important.

3. Project took too long.

Phase I was completed in April, but Phase II was postponed until fall because of summer vacations, etc. As a result, many people rotated in or out of the office between phases, some did not get Phase II until almost a year after Phase I. Much of the initial enthusiasm was lost, and many of the lessons of Phase I were not retained. Phase II must be given as soon as possible after Phase I.

4. Difficult Position of the Office Chief.

The Director of Finance did not seem to be entirely clear as to why his office had been chosen for the Pilot Project. If he felt defensive or had reservations about the Project, this would be understandable. In any case, neither his immediate superior nor the Director of Training had had Phase I; no other office head had had Phase II. In other words, he was all alone,

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with no knowledgeable support or reinforcement at his level. These remarks are not a criticism of any individuals, but of the situation. The Director of Finance was completely cooperative with the training effort. But in such a situation, it could easily be possible for an office head to think: "If this succeeds, it will make my previous management look bad. If it fails, I shall also look bad." It is very important that the office head, in any future project, be completely clear as to what is involved and why, and that he receive active support at his level.

5. Insufficient Evaluation Mechanism.

The evaluation committee proposed by the consultants was never set up. Consequently, evaluation of the Project leaves much to be desired. In the future, a planned approach to measurement of results must be incorporated into the effort.

6. Use of Weekends.

On the questionnaire, 73% of the respondents strongly recommended against the use of weekends for training. The Management Training Faculty concurs in this, and believes some other solution can be found.

7. Difficulties with Phase II Context and Design.

Phase II material was relatively new and not entirely satisfactory, and the instructors were not experienced in its use. This would account, in part at least, for the lack of enthusiasm for it on the part of many. In January 1967, the author brought out a substantially improved version which should be more successful.

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